

**Board of Selectmen/Town Manager
Goals and Objectives
Calendar 2013 and Fiscal 2014
Adopted on December 18, 2012**

Mission Statement: The Board of Selectmen and Town Manager provide executive leadership for the Town of Chatham. Together, we pursue collaborative processes, ethical, and professional procedures to insure that Town resources are directed to providing the best services possible to protect public safety, public assets and a special quality of life in Chatham.

Relating to the Board of Selectmen

I. Protect and Enhance the Financial Health of the Town:
<i>In collaboration with the Town Manager, Finance Director, and Finance Committee, create a level service budget for FY 2014 that:</i>
A. Begins with a review of the current year appropriations and service delivery in relation to policies and economic conditions to determine if any adjustments need to be made in the next budget year cycle.
B. Develops fiscal and program priorities to guide strategies for budgeting and collective bargaining.
C. Provides for salaries and benefits of Town employees to reflect current economic and market conditions, and takes advantage of any new State laws or municipal reform opportunities relating to stabilizing or reducing operational and personnel costs.
D. Maintains current service levels using new growth and allowable Prop 2½ while trying to offset tax increases through enhancing revenue sources and seeking operational efficiencies.
E. Draw the attention of the Board of Selectmen and Finance Committee to the difference between financial sustainability and line-item/bottom-line taxpayer satisfaction as standards for evaluating future proposed Town budgets.
F. Monitor the work of the Economic Development Committee (EDC) leading to a first set of proposed initiatives to be reviewed by the Board of Selectmen before the end of FY2013.
G. Work with the Town Manager to complete collective bargaining agreements with Firefighters (IAFF), and Chatham Municipal Employees Association (CMEA).
II. Protect and Enhance Future Use of Town Land/ Buildings/Facilities
A. Authorize for 2013 Town Meeting a design plan for a central fire station that will deliver a smaller station at a lower cost than that proposed at 2012 Town Meeting.
B. Work with Town Manager to investigate the feasibility of moving the Main Street Town offices to the Town Hall Annex, including consideration of alternative uses for the current Main Street Town offices, and the financial, operational, and incidental impacts.
C. Work with the Town Manager to review available Town-owned properties for sale or reuse.

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III. Protect and Enhance the Professionalism and Effectiveness of the Town's Staff, Boards and Committees, and Enhance Effectiveness and Efficiency:
A. Via support of managerial practices, performance management, professional development, departmental reorganization including the consideration of streamlining, outsourcing, regionalization, and other efforts to improve service delivery.
B. Support professional management by encouraging Departments to seek new and innovative ways to deliver municipal services.
C. Work with Town Manager to enhance effectiveness and efficiency of Town departments.
D. Provide structured orientation and ongoing educational programs for new and current members of regulatory Boards.
IV. Protect the Environmental and Historic Quality of the Town
A. Continue to monitor and review the (CWMP) wastewater plan at the policy level and encourage continued discussion and planning for the next phase of expansion and funding required.
B. Work with MassDOT to ensure that Mitchell River Bridge project can be advertised in August 2013.
V. Emphasize Long-Term, Strategic Planning of Town Operations and Resources, and Service Delivery
A. Provide policy direction relating to Town fire/emergency medical response operations expectations and needs, including but not limited to EMS/first-responder services, equipment, dispatching, personnel and practices. Review recommendations in Fire Department Operational Study, and provide direction for short-term and long-term implementation, including alternative delivery of Town EMS services in a fair and equitable way.
B. Provide policy direction to initiate a Town-wide parking plan and seek solutions to parking limitations at Town landings, Fish Pier, and Lighthouse Beach.
C. Working with Cape Cod Commission, Planning Board, and community, produce an actionable plan as scheduled for zoning district revisions along the Rte. 28 corridor.
D. Work with Planning Board to identify and prioritize those objectives of Land Use section of the Local Comprehensive Plan (LCP) that can be completed during FY2013.
E. Work with design engineering on West Chatham traffic design plan so it can be brought to MassDOT for approval.
F. Where LCP action items have been assigned to Boards or Committees, require these Boards or Committees to include action item progress reports in their annual appearances before the Board of Selectmen.

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Relating to the Town Manager for Implementation

I. Protect and Enhance the Financial Health of the Town:
<i>In collaboration with the Board of Selectmen and Finance Committee, create a level service budget for FY 2014:</i>
A. Initiate the budget process with a status report of the current year, and include a multi-year forecast of revenues and anticipated expenditure challenges relating to so called “budget busters” and fixed costs in order to present a level service budget.
B. Work to implement fiscal and program priorities to present a balanced budget without the use of reserves.
C. Work to align the two remaining open collective bargaining agreements by duration.
D. Work to develop a funding strategy that provides for salaries and benefits of Town employees to reflect current economic and market conditions, and consider any new State laws or municipal reform opportunities relating to stabilizing or reducing operational and personnel costs.
E. Present multi-year fiscal projections that include revenues, expenditures, and debt schedules with references to unfunded liabilities in an effort to guide strategies for budgeting and collective bargaining.
II. Protect and Enhance Future Use of Town Land/ Buildings/Facilities
A. Work to coordinate a final conceptual design for a Central Fire Station as approved by the Board of Selectmen for submission to 2013 Town Meeting and a ballot question.
B. Conduct a feasibility study for moving the Main Street Town offices to the Town Hall Annex, including consideration of alternative uses for the current Main Street Town offices, and the financial, operational, and incidental impacts.
C. Review available Town-owned properties for sale or reuse, including Tax Title/Taking properties.
III. Protect and Enhance the Professionalism and Effectiveness of the Town’s Staff, Boards and Committees, and Enhance Effectiveness and Efficiency:
A. Work with Department Heads on performance management strategies, review functions and ways to enhance professionalism, communications and transparency.
B. Seek opportunities to have inter/intra departmental cost sharing, staff sharing, and other ways to control costs and reduce expenses Town-wide.
C. Enhance the use of technology for greater efficiencies and communication.
D. Emphasize service and implement procedures to ensure high levels of productivity, accountability, and customer service.

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E. Work to seek bi-lateral and regional partnerships to reduce expenses and/or improve service offerings/ delivery.
IV. Protect the Environmental and Historic Quality of the Town
A. Continue to monitor and review the (CWMP) wastewater plan and implementation for the next phase of expansion and the funding required.
B. Coordinate with appropriate State and Federal agencies to ensure that the reconstruction of the Mitchell River Bridge proceeds within the parameters of the Accelerated Bridge Program.
V. Emphasize Long-Term, Strategic Planning of Town Operations and Resources, and Service Delivery
A. Initiate a review Town fire/emergency medical response operations in conjunction with BOS policy direction, including but not limited to EMS/first-responder services, equipment, dispatching, personnel and practices, and review recommendations in Fire Department Operational Study, including alternative delivery of Town EMS services to provide for a sustainable, yet flexible approach for long term service delivery.
B. In conjunction with BOS policy direction, initiate a review of a Town-wide parking plan that will seek potential solutions to parking limitations at Town landings, Fish Pier, and Lighthouse Beach.
C. Upon approval by MDOT, implement BOS direction for West Chatham/Rte. 28 road improvements.
D. Working with Cape Cod Commission, Planning Board, and community, produce an actionable plan, as scheduled, for zoning district revisions along the Rte. 28 corridor.
E. Work with the BOS to encourage regular review and implementation of the Local Comprehensive Plan (LCP), and the Planning Board relating to zoning.